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1 December 1978

MEMO TO SELF

SUBJECT: CT Hiring Problems

1. In Calendar Year 1978, we expect to review approximately 1,200 applications for employment with CIA with CT potential. Of this number, we expect to actually hire 50 or 4.2% for the CT program. Approximately 17.2% will withdraw their applications by not following up or by notice to CIA. On the other hand we will reject 78.6%.

2. File Review -- Reasons for Rejection (46%):

- too young or too old
- wrong kind or lack of work experience in relation to age
- not very smart (lack of education, poor grades, low test score)
- no language and/or low FLAT
- no overseas experience
- cannot write
- ask for too high salary
- marital problems
- drug use (self-disclosure)
- lack of focus
- poor health (self-disclosure)

-- 2 --

3. Interview -- Reasons for Rejection (23%)

- can't talk (sloppy speech mannerism, inarticulate, lack of verbal skills)
- not interested or knowledgeable of foreign affairs
- not interested in operations; not comfortable with case officer life
- doesn't want to live overseas
- not very smart
- drugs (admission of use)
- "put on" (comes on too strong)
- personality (introverted, loner, not people-oriented, doesn't inspire confidence, no interpersonal skills, doesn't respond well on feet, shy, lack of self-confidence)

4. PSS Rejections (.3%)

- insufficient work attitude (energy, enthusiasm, motivation)
- deficient personality inventory (interpersonal style)

(Note: Very few "wierdos" as usually screened out by interview, plus security background investigation.)

5. C/CTS Rejections (6.24%)

- usually weaker cases which, after all deliberations, indicate applicant not suited for CT program

-- 3 --

6. Other Rejections -- not yet researched:

- medical .15%
- security 1.4%
- panel .3%

7. Reasons for Withdrawal:

- doesn't like operations; doesn't want to do what a case officer must do
- family can't or won't go overseas
- not best offer
- doesn't want to live overseas
- doesn't like impact on family life
- doesn't want to be CIA employee
- doesn't like case officer life style

8. Reasons for Wanting to be CT:

- no other job and need for job
- bored with current job
- exciting and interesting work*
- want to be in intelligence*
- travel
- live abroad
- elitism
- work in foreign affairs
- make use of education
- doing something worthwhile for nation*
- work with people
- Agency friends

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-- 4 --

9. Compare State FSO and CT hiring criteria and practices.

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In case people have forgotten, let me recite a few things a case officer does for this Agency:

1. He works long and unregular hours, often forfeiting leave and donates at least 20 hours per week to the Agency.
2. He works and lives under cover. His overt status is more often than not below his actual career status.
3. He incurs physical risk by his assignment to foreign hostile areas. He incurs additional risks, as he has likely been publicly identified as CIA.
4. He must accept assignments anywhere in the world, even if it affects his personal and family life.
5. He requires his spouse to donate time and effort to assist his job accomplishment.
6. His job skills are not readily transferable to new employment, and, in today's climate, is prejudicial to post-Agency employment. This has frightened off potential employees for the Directorate.

